

Executive Summary

Findings and Recommendations

Methodology

ETC Institute administered an organizational climate survey for the City of Fort Lauderdale during May and June 2002. The purpose of the survey was to gather input from employees about a wide range of issues in order to identify opportunities to improve the organization. The results of the survey will provide a baseline for objectively assessing change in the attitudes and perceptions of City employees over time.

The major topics that were addressed in the survey included:

- Overall satisfaction with employment at the City
- Availability of work related resources
- Quality of the City's work environment
- Effectiveness of internal communication
- Opportunities for professional development
- Perceptions of managers and supervisors
- Understanding of the City's compensation and benefits programs
- Perceived adequacy of rewards and recognition for employees
- Employee knowledge of departmental goals and objectives

Although the survey was distributed to all employees, participation in the survey was voluntary. Employees were allowed to complete the survey during work hours or in the privacy of their home. In order to protect confidentiality, employees were given a postage-paid envelope so they could return their survey directly to ETC Institute.

Even though the survey was 10 pages long and took an average of 25 minutes to complete, more than 1,000 of the City's employees completed the survey. The response rate far exceeded the original goal of obtaining 400 completed surveys. The sample was statistically valid for all major departments, and the overall results have a 95% level of confidence with a precision of at least +/- 2.4%.

The following pages contain a summary of the major findings and recommendations.

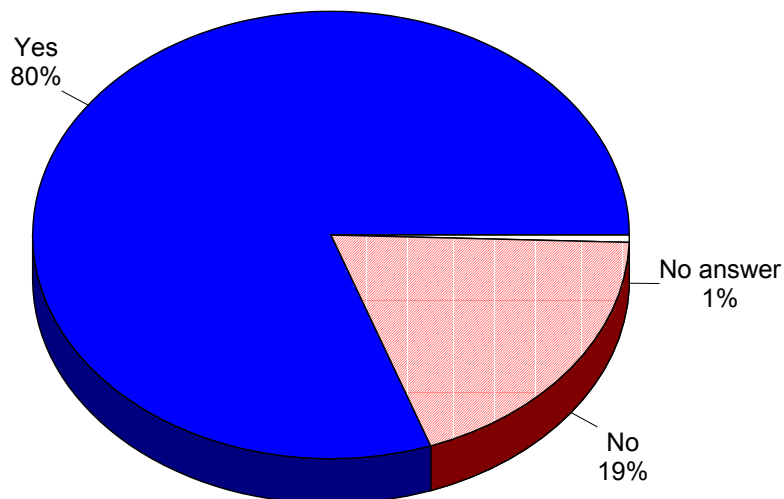
Major Findings

Overall Satisfaction Among City Employees

- 85% of the employees surveyed thought the City is generally a good place to work.
- 80% of the employees surveyed indicated that they would recommend employment with the City to a friend or family member.
- Although nearly two-thirds (65%) of the employees surveyed were satisfied with their current employment, 34% thought that the overall quality of their employment had become worse during the past year.

Would You Recommend Employment With the City to a Friend or Family?

by percentage of respondents

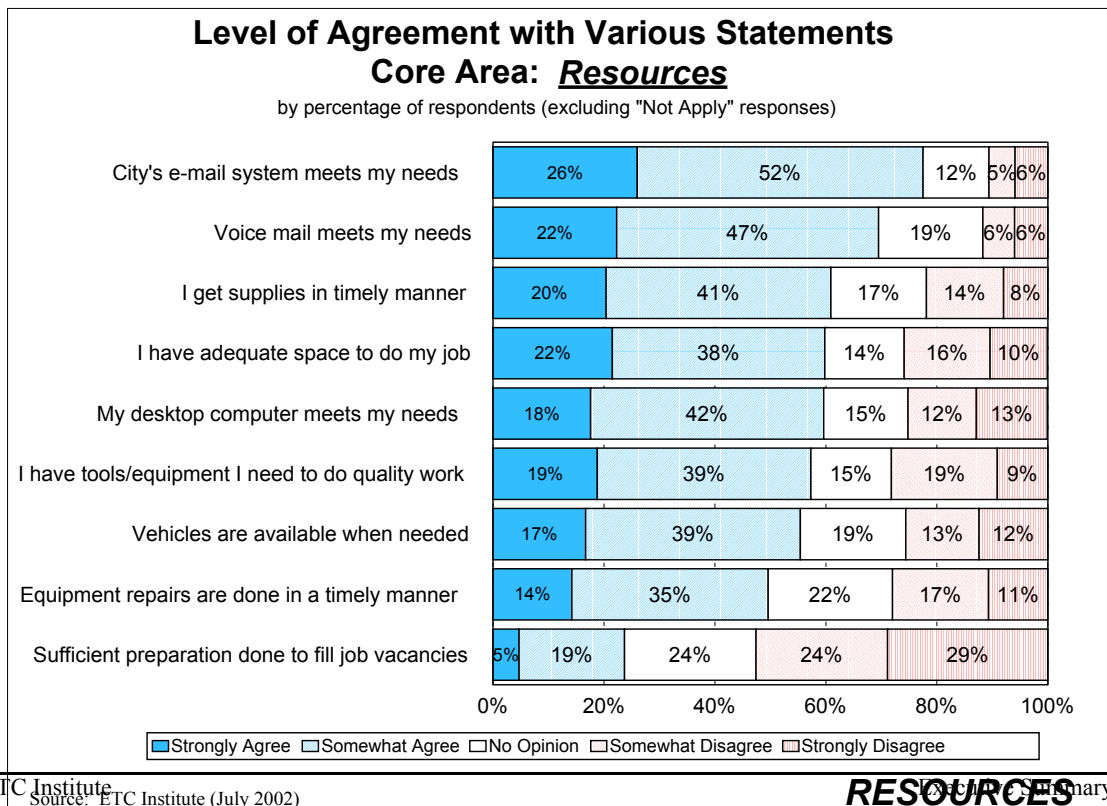


Source: ETC Institute (July 2002)

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Resources

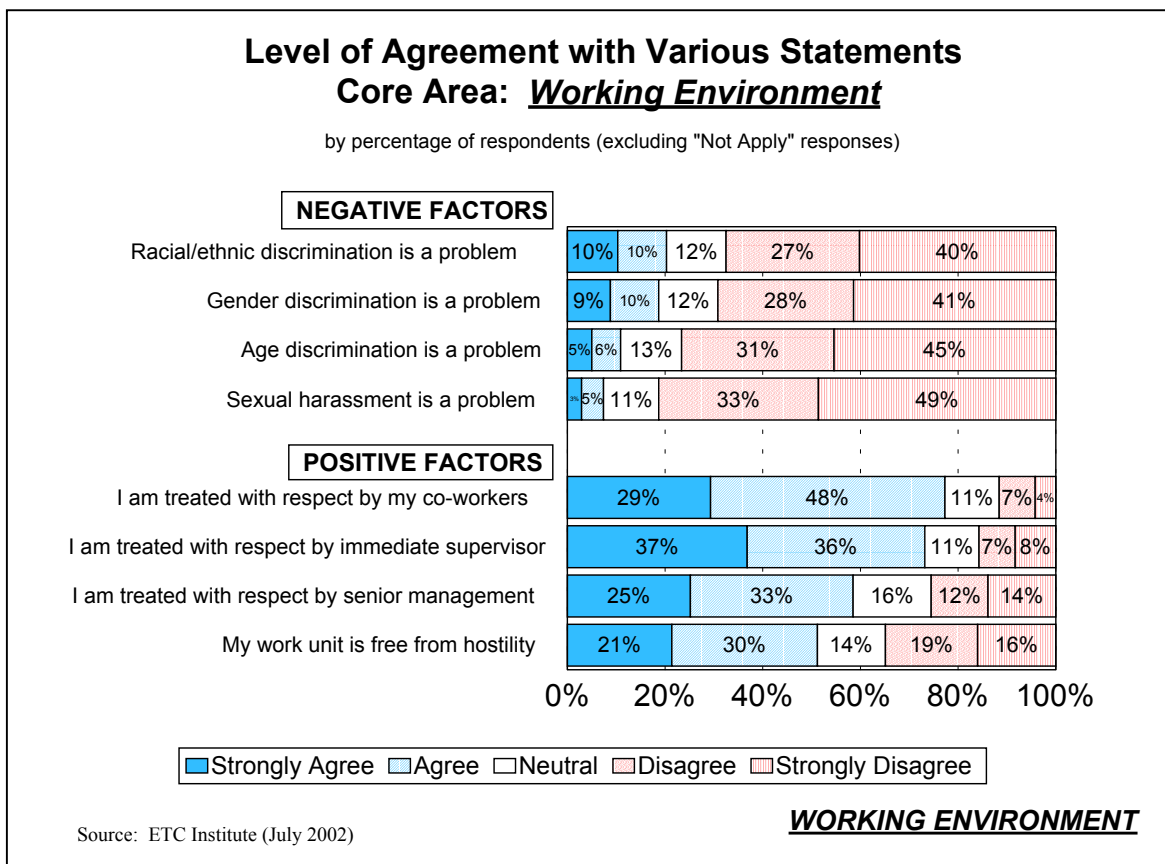
- 54% of the employees surveyed were satisfied with the overall availability of resources in the department or division where they work; 25% were not satisfied, and 21% gave a neutral rating or did not have an opinion.
- When asked to rate their level of agreement with various statements about the availability of resources in their department or division, a majority of the employees surveyed gave positive ratings about the following:
 - How well the City's e-mail system meets their needs
 - Quality of the City's voice mail system
 - How timely supplies are delivered
 - Adequacy of space for employees to do their jobs
 - Quality of the City's desktop computer systems
 - Availability of tools and equipment
 - Availability of city vehicles
- 89% of the employees surveyed thought it was important for the City to do a better job of ensuring employees have the resources they need. Employees were most concerned about the amount of preparation that is currently being taken to fill job vacancies. Only 24% of the employees surveyed felt the City was doing a good job in this area.



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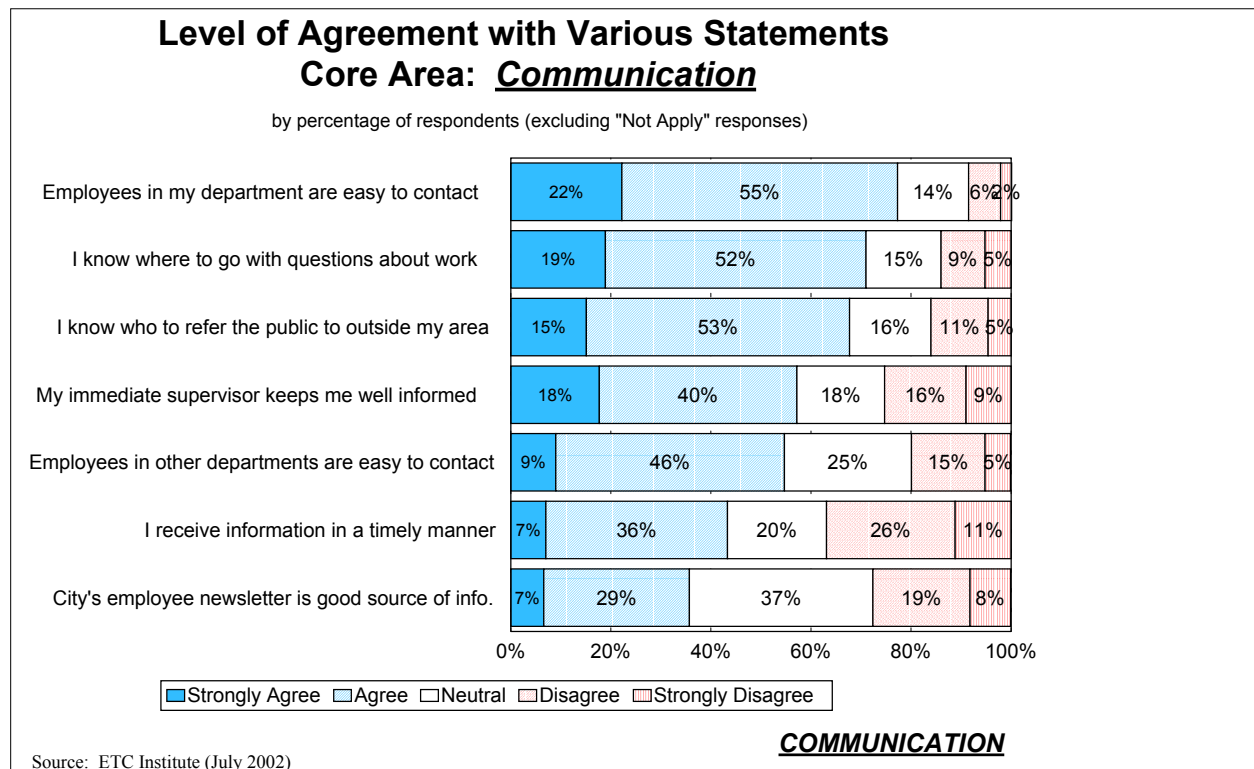
Work Environment

- 58% of the employees surveyed were satisfied with the overall quality of the working environment in the department or division where they work; 27% were not satisfied, and 15% gave a neutral rating.
- When asked to rate their level of agreement with various statements about the working environment in their department or division, a majority of employees gave positive ratings in all areas. However, a significant percentage of employees had concerns about the following:
 - 35% of the employees surveyed thought hostility was a problem in their work unit.
 - 26% did not think they were treated with respect by senior management.
 - 20% thought that racial/ethnic discrimination was a problem in their work unit.
 - 19% thought gender discrimination was a problem in their work unit.
- 82% of the employees surveyed thought it was important for the City to foster a better work environment for employees. Employees generally thought it was most important for senior managers to show more respect to employees and for the City to reduce the amount of hostility in the organization.



Communication

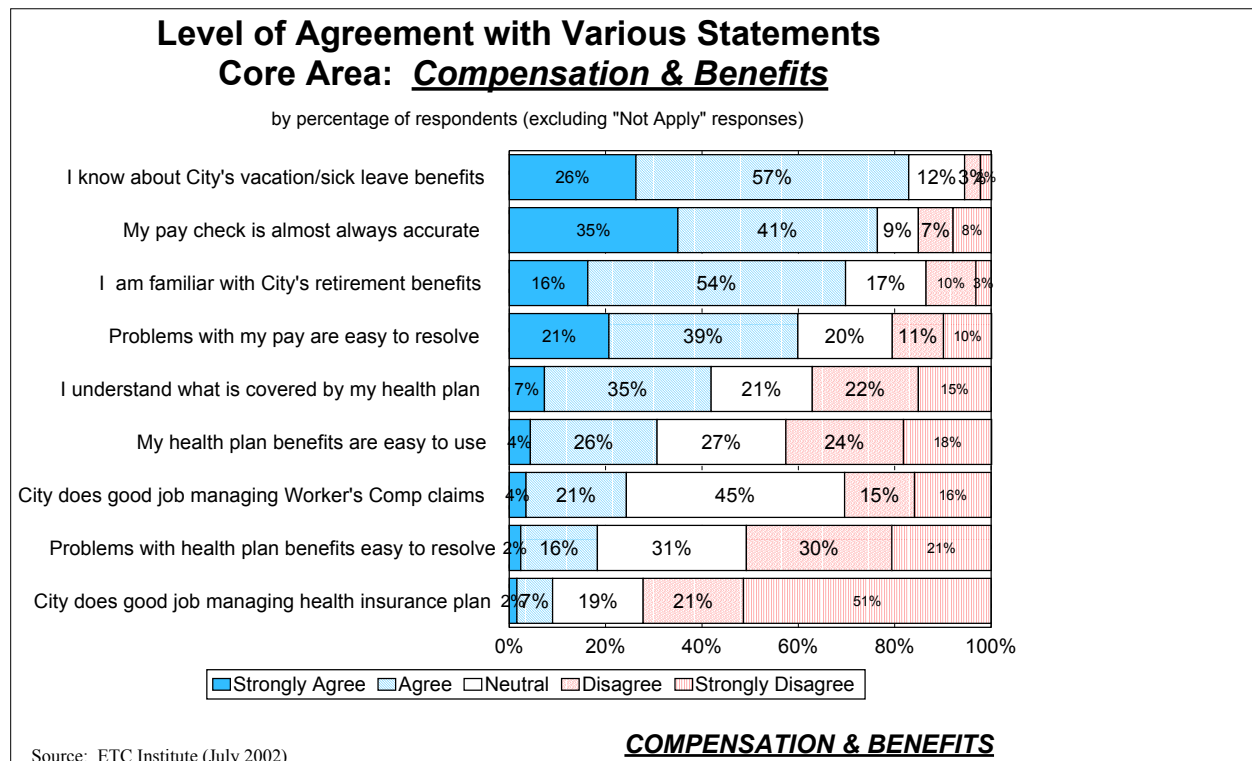
- 50% of the employees surveyed were satisfied with the overall quality of internal city communication; 26% were not satisfied, and 24% gave a neutral rating or did not have an opinion.
- When asked to rate their level of agreement with various statements about internal city communication, a majority of the employees surveyed gave positive ratings about the following:
 - How easy it is to contact other employees in their work unit
 - Where to get information about job related issues
 - Their ability to refer the public to the right department when a resident has questions that the employee cannot answer
 - How well immediate supervisors keep employees informed
 - How easy it is to contact employees in other City departments
- 81% of the employees surveyed thought it was important for the City to improve internal communication. Employees were most concerned about the timeliness of information. 37% of the employees surveyed did not think they currently receive information in a timely manner.



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Compensation and Benefits

- When asked to rate their level of agreement with various statements about compensation and benefits offered by the City, more than half of the employees surveyed gave positive ratings about the following:
 - Their knowledge of the City's vacation and sick leave programs
 - The accuracy of their pay check
 - Familiarity with the City's retirement benefits
 - How easy it is to resolve problems with their pay
- 74% of the employees surveyed thought it was important for the City to do a better job of managing the City's compensation and benefits programs. Employees were most concerned about the City's health plan; 72% of the employees surveyed did not think the City was doing a good job of managing the City's health plan; only 18% thought that problems with their health plan were easy to resolve.



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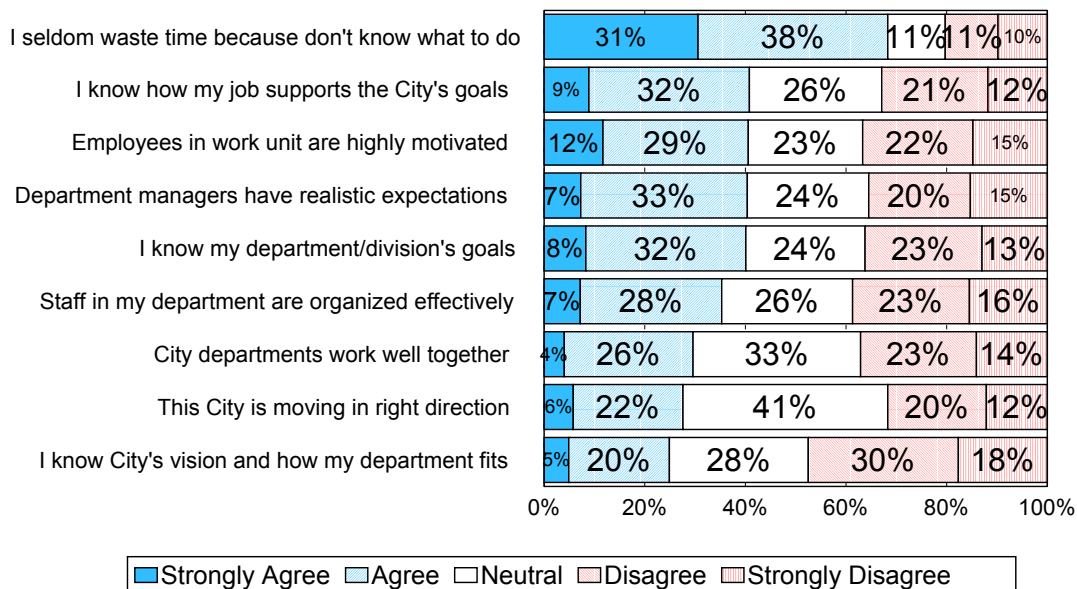
Strategic Direction

- Only 24% of the employees surveyed were satisfied with the strategic direction provided by senior city leaders; 38% were not satisfied, and 38% gave a neutral rating or did not have an opinion.
- A majority of the employees surveyed indicated that they seldom waste time because they don't know what to do.
- 75% of the employees surveyed thought it was important to promote a strategic vision for the City. Employees generally thought the three most important areas to emphasize over the next two years regarding the strategic direction of the City were:
 - Ensuring that staff are organized effectively
 - Ensuring that managers have realistic expectations
 - Ensuring that employees understand the City's strategic vision and how their department supports that vision

Level of Agreement with Various Statements

Core Area: Strategic Direction

by percentage of respondents (excluding "Not Apply" responses)

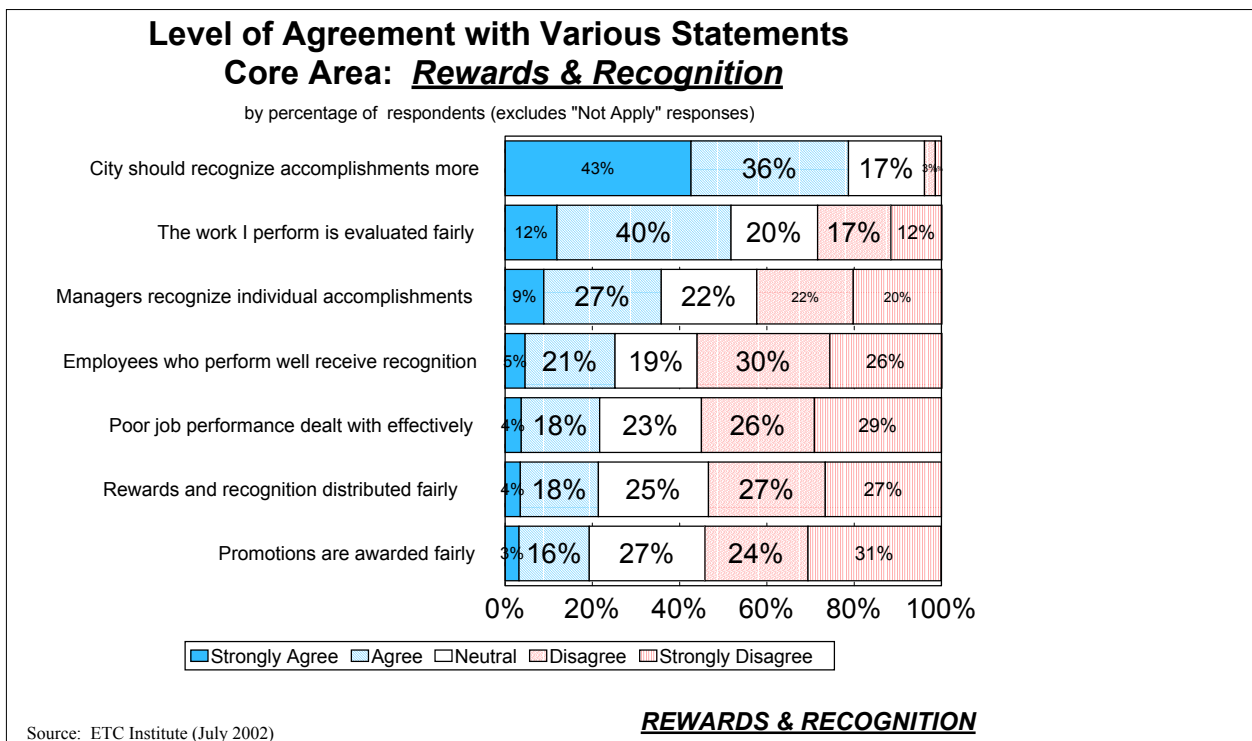


Source: ETC Institute (July 2002)

STRATEGIC DIRECTION

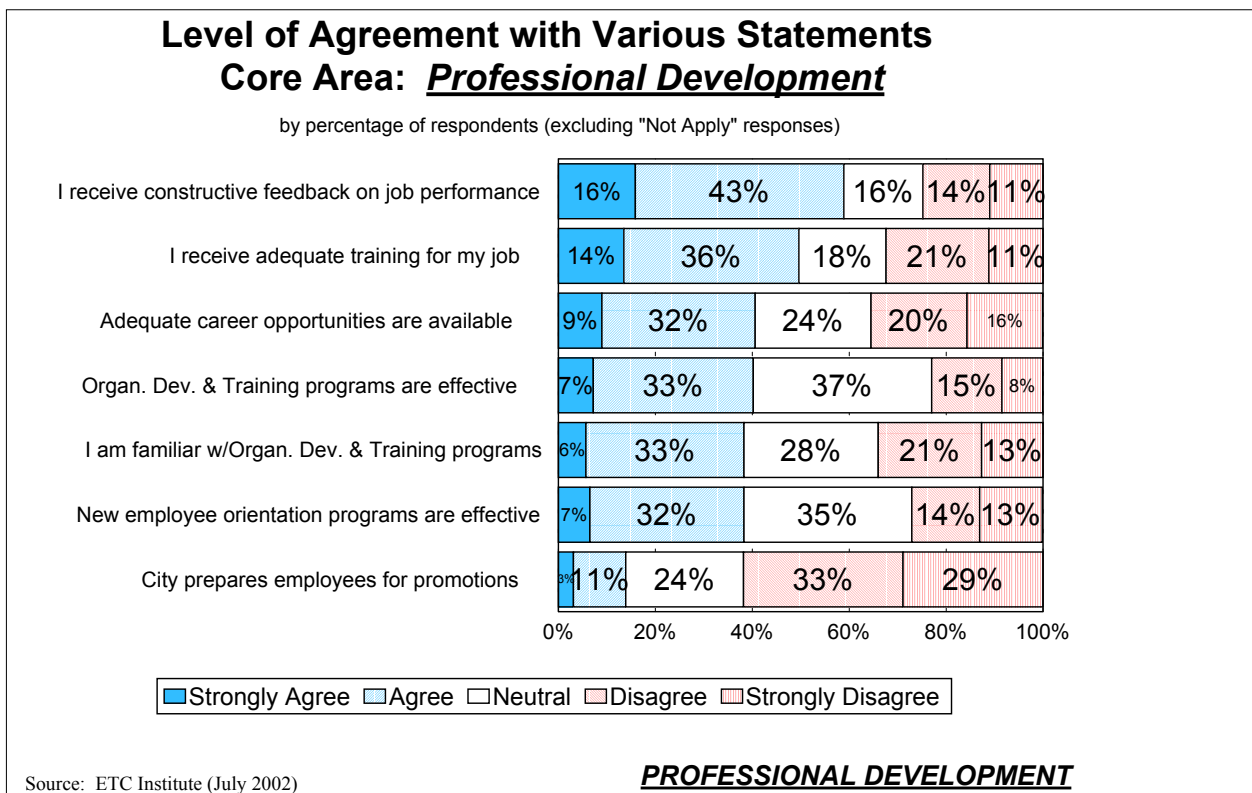
Rewards and Recognition

- Only 24% of the employees surveyed were satisfied with the level of rewards and recognition that are given to City employees; 47% were not satisfied, and 29% gave a neutral rating or did not have an opinion.
- A majority of the employees surveyed thought their work was evaluated fairly
- More than half of the employees surveyed did not agree with the following statements:
 - 56% did not think that employees who perform well receive adequate recognition.
 - 55% did not think promotions are awarded fairly.
 - 55% did not think managers deal with poor performance by employees effectively.
 - 54% did not think rewards and recognition are distributed fairly.
- 76% of the employees surveyed thought it was important for the City to do a better job of providing rewards and recognition to employees. Employees were most concerned about the way managers deal with poor performance and the way promotion decisions are made.



Professional Development

- When asked to rate their level of agreement with various statements about professional development opportunities and programs in the City, at least half of the employees surveyed agreed with the following:
 - 50% of the employees surveyed thought they had received adequate training for their job.
 - 59% thought they usually receive constructive feedback on their job performance from their supervisor.
- Employees were most concerned about the way the City prepares employees for job promotions. Nearly two-thirds (62%) of the employees surveyed gave negative ratings in this area.



Recommendations

Although the vast majority of City employees are satisfied with their current employment and most employees would recommend a City job to a friend or member of their family, the survey results identified several opportunities for improvement.

Based on a thorough review of the ratings and the relative importance that employees place on more than 70 factors that influence the organizational climate of the City, the City of Fort Lauderdale is strongly encouraged to establish the following items as priority actions over the next 12-18 months:

- Within 45 days, City leaders should openly share the survey results with employees.
- Management must “own” the survey results and make a serious commitment to reducing hostility in the work environment.
- The City must reinforce a “no tolerance” policy related to racial and gender discrimination.
- The City should work aggressively to improve the process that is currently used to fill job vacancies.
- The City needs to take immediate action to correct problems with health benefits provided to city employees.
- City leaders need to ensure that employees at all levels understand how they support the City's strategic vision for the future.
- The City needs to implement and enforce the use of objective criteria to ensure that decisions regarding promotions and penalties for poor performance are fair.
- The city should enhance employee awareness of existing programs that are designed to support career development within the City.

Contents of the Full Report

In addition to the information provided in this executive summary, the complete report contains the following:

- The overall results to all questions on the survey for each major city department
- Benchmarking data that shows how the survey results compare to the average of other employee surveys administered by ETC Institute
- The Importance-Agreement Analysis that was used to develop the recommendations